

ANDREW WARD

A. Biographical Data

Office Address: Department of Management
Lehigh University
621 Taylor Street
Bethlehem, PA 18015
610-758-6347
anw309@lehigh.edu

Education:

Ph.D., The Wharton School, University of Pennsylvania, Philadelphia, PA 19104.
Management (1996)

MBA, Goizueta Business School, Emory University, Atlanta, GA 30322. (1991)

B. Sc. (Hons), Southlands College, University of Surrey, England (1986)
Major: Business Studies and Mathematics
Graduated with honors

Dip.M., The Chartered Institute of Marketing, England
Diploma in Marketing (1986)

Academic Employment:

Associate Professor of Management, College of Business & Economics, Lehigh University, Bethlehem, PA 18015, July 2009-present

Assistant Professor of Management, Terry College of Business, University of Georgia, Athens, GA 30602, August 2003-June 2009

Assistant Professor of Organization & Management, Goizueta Business School, Emory University, Atlanta, GA 30322, September, 1996- July 2003

Visiting Assistant Professor of Organization & Management, Goizueta Business School, Emory University, Atlanta, GA 30322, September, 1995-August 1996

Director of Research, Center for Leadership & Career Studies, Goizueta Business School, September 1993-August 1995

B. Publications

Books:

Sonnenfeld J.A., & Ward A. (2007). Firing Back: How great leaders rebound after career disasters. Harvard Business School Press.

Ward, A., (2003). The Leadership Lifecycle: Matching leaders to evolving organizations. Palgrave Macmillan.

Book Chapters:

Sonnenfeld, J., & Ward, A. (2009) Conventional Wisdom, Conventional Mythology, and the True Character of Board Governance. In Conger, J (ed) *Boardroom Realities*, Jossey Bass

Brown, J., & Ward, A. (2007) Corporate Governance in the USA. In Kostyuk, A.N., Braendle, U.C., & Apreda, R., (Eds.) *Corporate Governance*, Virtus Press

Ward, A. (1998) Influence. in Dorf, R., (Ed.) *Handbook of Technology Management*, CRC Press

Sonnenfeld J.A., Ward, A., (1997) Making a Difference or Making a Buck? Balancing citizenship and shareholders. in Dunn, B.J., (Ed.) *Significant Issues Facing Directors*, Directorship.

Ward, A., Sonnenfeld, J.A. (1995) Compensating an Ousted CEO: Implications for Boards in Dunn, B.J., (Ed.) *Significant Issues Facing Directors*, Directorship.

Ward, A., Sonnenfeld, J.A. (1994) The Consequences of CEO Succession. in von Alfred Kieser, H., Reber, G., Wunderer, R., (Eds.) *Handwörterbuch der Führung*, Austria.

Articles in Refereed Journals:

Graffin, S., & Ward, A., (2010) Certifications and Reputation: Determining the standard of desirability amidst uncertainty. *Organization Science*

Ward, A., Brown, J., & Rodriguez, D., (2009) Governance Bundles, Firm Performance and the Substitutability and Complementarity of Governance Mechanisms. *Corporate Governance*, 17 (5): 646-660

Ward A., Brown, J., & Graffin, S., (2009) Under the Spotlight: Institutional Investors and Firm Responses to the Council of Institutional Investors' Annual Focus List. *Strategic Organization*, 7: 107-135

- Campbell, S., Ward A., Sonnenfeld, J., & Agle, B. (2008). Relational Ties That Bind: Leader-follower relationship dimensions and charismatic attribution. *Leadership Quarterly*, 19: 556-568
- Ward, A., & Feldman, D.C. (2008) Survival of the Embedded: Expelling and embedding forces on members of the corporate elite. *Corporate Governance*, 16: 239-251
- Sonnenfeld, J., & Ward, A. (2008). Firing Back: How great leaders rebound after career disasters. *Organizational Dynamics*, 37: 1-20
- Ward, A., Lankau, M., Amason, A., Sonnenfeld, J., & Agle, B. (2007). Improving the Performance of Top Management Teams. *Sloan Management Review*, 48 (3): 85-90
- Sonnenfeld, J., & Ward A., (2007). Firing Back: How great leaders rebound after career disasters. *Harvard Business Review*, 85: 76-84. Reprinted in *Harvard Business Review OnPoint*, Summer 2009, p.114-122
- Lankau, M., Ward, A., Amason, A., Ng, T., Sonnenfeld, J., Agle, B., (2007). Examining the Impact of Organizational Value Dissimilarity in Top Management Teams. *Journal of Managerial Issues*, 19: 11-34
- Ward, A., (2006). “Is the “Bottom Line” the bottom line? The determinants of CEO forced exit. *Corporate Ownership and Control*, 4: 91-105
- Barsade, S., Ward, A., Turner, J., & Sonnenfeld, J.A. (2000). To Your Heart’s Content: An Affective Diversity Model in top management teams. *Administrative Science Quarterly*. Vol. 45: 802-836
- Rao, H., Davis, G., & Ward, A. (2000). Embeddedness, Social Identity, and Mobility: Why firms leave the NASDAQ and join the New York Stock Exchange. *Administrative Science Quarterly*. Vol. 45: 268-292
- Ward, A., Bishop, K., Sonnenfeld, J.A. (1999). Pyrrhic Victories: The cost to the board of ousting the CEO. *Journal of Organizational Behavior*. Vol. 20, pp 767-781
- Ward, A., Sonnenfeld, J.A., Kimberly, J.R., (1995). In Search of a Kingdom: Determinants of Career Outcomes for Chief Executives who are Fired. *Human Resource Management Journal*. Vol. 34, No. 1, pp 117-139

Papers Currently Under Review:

Ward, A., & Bishop, K., Turnover and strategic involvement of directors following CEO dismissal. Revise and Resubmit, *Human Resource Management*

Graffin, S., Lee, P., & Ward, A., The Reputation Halo and Differences Between Expert and Non-Expert Judgments: Evidence from Major League Baseball. Under review, *Organization Science*

O'Neill, O.A., Stanley, L.J., & Ward, A. Making sense of it all: Affective and cognitive sensemaking and decision-maker's responses to threats. Revise and resubmit, *Strategic Management Journal*

Little, L.M., Priya, K., Ward, A., Nelson, D.L. Identity Management in Indian Call Center Representatives. Under review, *Academy of Management Journal*

Invited Articles:

Sonnenfeld, J., & Ward, A., (2007). When Bad Things Happen to Good Leaders: Firing Back from Career Disasters. *Leader to Leader*, 45: 33-39

Ward, A., Culture of Excess. *Financial Times*, Mastering Leadership Series, November 29, 2002

Ward, A., Bishop, K & Sonnenfeld, J., The Cost to the Board of Ousting the CEO. *Directors & Boards*, Vol. 20, No 4, pp 24-27. Summer 1996.

Sonnenfeld, J., Ward, A. Being Skillful at Succession. *Directors & Boards*, Vol.19, No. 4, pp 17-21. Summer, 1995.

Sonnenfeld, J., Ward, A., Overcoming the Legacy of the Departed King. *Leaders*, April, May, June, 1994

Sonnenfeld J., Ward, A., CEO Dismissal: Factors that influence the board's decision. *Directorship*, April 1994

Case Studies:

Steve Jobs: The personality and style of an entrepreneur.
Goizueta Business School Case Series, 1990

ESPN (A) and (B)
Goizueta Business School Case Series, 1991

Spy Magazine (A) and (B)
Goizueta Business School Case Series, 1991

Working Papers:

Ward, A., Shropshire, C., & Graffin, S. Distracted Directors: Agency costs of home firm distractions.

Anderson, A., Brown, J., Salas, J., & Ward, A. Human Capital vs. Entrenchment: Market reactions to director resignations and deaths.

Campbell, S., & Ward, A., I Want To, But I Can't: The moderating effect of perceived ability to leave on employee turnover.

Little, L., Kluemper, D., Ward, A., & Nelson, D., Managing Customer Emotions.

Amason, A., Ward, A., The Transaction Based View of Competitive Advantage.
Ward, A., Priya, K., Transition of Organizational Identity.

C. Honors and Awards

Chubb Foundation Research Fellowship

George E. Mew Organization and Management Award

Listing in Who's Who Among America's Teachers

Academy of Management Business Policy & Strategy division Outstanding Reviewer Award

Academy of Management Organization & Management Theory division Above and Beyond the Call of Duty Award

Halle Institute, Research Fellowship and Seminar Participant

University of Georgia Outstanding Teaching Award

D. Research Funding

Research Grant, Terry-Sanford Research Grant, \$2,500, University of Georgia 2007.

Research Grant, Terry-Sanford Research Grant, \$7,500, University of Georgia 2006.

E. Editorial Review Board Membership for Scholarly Publications

Strategic Management Journal (2009-)
Journal of Management (2005-2008)
Chief Marketing Officer Journal (2009-)

F. Scholarly Presentations

Refereed Presentations:

Ward, A., Shropshire, C., & Graffin, S., (2009). Distracted Directors: Agency costs of home firm distractions. Strategic Management Society annual meetings, Washington, D.C., October 2009

Priya, K., and Ward, A., (2009) Who Am I Now? CEO's identity transition after an exit. Academy of Management annual meetings, Chicago, August 2009.

Lee, P., Graffin, S., Ward, A., (2008) The Reputation Halo and Compensation: Evidence from Major League Baseball. Strategic Management Society annual meetings, Cologne, October 2008

Brown, J., Ward, A., Butts, M., (2008) Institutionalization in Context: Corporate governance changes and board responses. Academy of Management annual meetings, Anaheim, August, 2008

Graffin, S., Lee, P., Ward, A., (2008) The Reputation Halo and Expert vs. Non-expert Observers: Evidence from MLB All-Stars. Academy of Management annual meetings, Anaheim, August, 2008

Campbell, S., and Ward, A., (2008) I Want to But I Can't: The moderating effect of ability to leave on employee turnover. Academy of Management annual meetings, Anaheim, August, 2008

Brown, J., Buchholtz, A., and Ward, A. (2008) Scapegoating Under Scrutiny. International Association for Business and Society (IABS) Conference, Tampere, Finland.

Campbell, S., and Ward, A., (2007) It's Not Just a Job Anymore: A typology of career change. Southern Management Association annual meetings, Nashville, T.N., November 2007.

Agle, B.R., Hayibor, S., Sonnenfeld, J.A., and Ward, A., (2007) CEO Values, CEO-TMT Value Congruence and CEO Charisma. Academy of Management annual meetings, Philadelphia, August, 2007

O'Neill, O.A., Stanley, L.J., and Ward, A., (2007) Top Management Emotions: Feeling out a firm's investment in R&D. Academy of Management annual meetings, Philadelphia, August, 2007

Sonnenfeld, J.A., Ward, A., Delbecq, A.L., Cameron, K., Slocum, Jr., J.W., and Hall, D.T., (2007) Firing Back: How great leaders rebound after career disaster. Academy of Management annual meetings, Philadelphia, August, 2007 (*Showcase Symposium*)

Brown, J., Buchholtz, A., and Ward, A. (2007) The price of accountability in corporate governance. International Association for Business and Society (IABS) Conference, Florence, Italy.

Graffin, S., Ward, A., (2006) The Value of Socially Constructed Performance Information: Certification and sensemaking in baseball. Strategic Management Society annual meetings, Vienna, October 2006. *Runner up for Best Conference Paper Prize*

Schnatterly, K., Ward, A., (2006) Certifiably Bad: The responses of boards and individual directors to being labeled a bad board. Strategic Management Society annual meetings, Vienna, October 2006.

Amason, A., Ward, A., Park, K., (2006) The Transaction Based View of Competitive Advantage. Academy of Management annual meetings, Atlanta, August, 2006

Campbell, S., Ward A., Sonnenfeld, J., Agle, B., (2006) The Relational Ties that Bind: Dimensions of the leader-follower relationship and their impact on charismatic attribution. Academy of Management annual meetings, Atlanta, August, 2006

Schnatterly, K., Ward, A., Lee, P., (2006) Certification, Reputation and Legitimacy: Concentric Concepts. Academy of Management annual meetings, Atlanta, August 2006

Ward A., Feldman D. (2005) When "What you do" drives "Who you are": The fragility of embeddedness in elites for departing CEOs. Strategic Management Society annual meetings, Orlando, FL., October, 2005

Amason, A., Ward, A., Park, K., (2005) The Transaction Based View of Competitive Advantage. Strategic Management Society annual meetings, Orlando, FL., October 2005.

Barsade, S., Brown, J., Ward, A., (2005) Organizational Embarrassment and the Reparation of Relationships Through Rebuilding Image and Identity. Southern Management Association annual meetings, Charleston, S.C., November 2005.

Ward, A., Amason, A., Lee, P., (2005) Insuring Opportunity Value: The Compensation of First Time Chief Executives. Academy of Management annual meetings, Hawaii, August 2005.

Lankau, M., Ward, A., Amason, A., Ng, T., Sonnenfeld, J., Agle, B., (2005) Examining the Impact of Organizational Value Dissimilarity in Top Management Teams. Academy of Management annual meetings, Hawaii, August 2005.

Brown, J., Ward, A. (2004) Implications of Organizational Embarrassment: How firms respond to Targeting by a Shareholder Group. Strategic Management Society Annual Meetings, San Juan, PR, November 2004.

Rodriguez, D., Ward A., (2003) Shareholder activism and the substitutability and complementarity of governance mechanisms under conditions of poor corporate performance. Academy of Management annual meetings, Seattle, August 2003

Rodriguez, D., Ward A., (2002) Shareholder activism and the substitutability and complementarity of governance mechanisms under conditions of poor corporate performance. Southern Economic Association annual meetings, New Orleans, November 2002.

Rodriguez, D., Ward A., (2002) Shareholder activism and the substitutability and complementarity of governance mechanisms under conditions of poor corporate performance. French Finance Association annual meetings, Strasbourg, June 2002.

Ward, A., Bishop, K., (2001) Director turnover and strategic involvement following CEO dismissal. Academy of Management annual meetings, Washington, D.C., August 2001

Ward, A., Bishop, K. (1998) Discipline and Rewards in the Boardroom: Performance/Outcome Links for Directors. presentation to the Academy of Management annual meetings, San Diego, August, 1998

Rao, H, Davis, G.F., Ward, A., (1997) Embeddedness and Defection: Why firms leave NASDAQ and join NYSE. presentation to the Academy of Management annual meetings, Boston, 1997

Ward, A., Bishop, K., (1996) Pyrrhic Victories: The cost to the board of ousting the CEO. presentation to the Academy of Management annual meetings, Cincinnati, 1996

Barsade, S.G., Ward, A., Sonnenfeld, J.A., Turner, J., (1996) Affective Team Composition in Top Management Teams. presentation to the Academy of Management annual meetings, Cincinnati, 1996

Ward, A., Myatt, J., & Sonnenfeld, J.A. (1996) Is the “Bottom Line” the Bottom Line?: Power as the determinant of CEO forced exit. presentation to the Society for Industrial and Organizational Psychology annual meetings, San Diego, April, 1996

Ward, A., Myatt, J., & Sonnenfeld, J.A. (1994) Coup d’etat: Determinants of forced CEO exit. presentation to the Academy of Management annual meetings, Dallas, August, 1994

Invited Scholarly Presentations:

Managing Identity Conflicts. Discussant. Academy of Management annual meetings, Chicago, August 2009

Working on the Dark Side. Discussant, Professional Development Workshop, Academy of Management annual meetings, Chicago, August 2009

Conventional Wisdom or Conventional Folly? The Character of Board Governance. 18th Annual Kravis-de Roulet Leadership Conference, New York, January 2008.

The Scapegoating Premium: A rational view of new CEO compensation. Arizona State University, November 2005.

Insuring Opportunity Value: The Compensation of First-time Top Bananas. The Wharton Organizational Behavior Conference, The Wharton School, Philadelphia, PA, November 2004.

Consequences of CEO Characteristics. Discussant. Academy of Management annual meetings, New Orleans, August, 2004

Leadership Perspectives. Discussant. Academy of Management annual meetings, New Orleans, August, 2004

Blushes of Organizational Embarrassment: The signaling value of how organizations respond to blacklisting. The Davis Conference on Qualitative Research, March, 2001.

CEO Succession: Causes and Consequences. Discussant. Academy of Management annual meetings, Toronto, August, 2000.

The Impact of Monetary Union on the Convergence of Governance Systems in Europe. Conference on European Integration, Wilton Park, England, May, 1999

The Impact of Monetary Union on the Convergence of Governance Systems in Europe. Halle Seminar, Vlerick Business School, Belgium, May, 1999

Pyrrhic Victories: The cost to the board of ousting the CEO. London Business School, March, 1998

Stopping the Thief: The board's responsibility to monitor. Leadership Scholars Summit, CEO Leadership Workshop, December, 1996

Unusual Events in Governance. Chairperson. Academy of Management annual meetings, Cincinnati, August, 1996

Heroes and Villains: The nature of leadership in organizations. Atlanta Research Roundtable, February, 1996

The Group Nature of Boards and their Impact on CEO Forced Exit. Leadership Scholars Summit, CEO Leadership Workshop, December, 1995

The Evaluation of Leadership. Leadership Scholars Summit, CEO Leadership Workshop, December, 1994

The Harder They Fall? What happens to CEO's who are fired. Leadership Scholars Summit, CEO Leadership Workshop, April, 1994

G. Teaching and Advising

Courses Taught:

Ph.D. Level

Terry College of Business, Advanced Topics in Organizational Behavior Seminar, spring 2008

MBA Level

Lehigh University, Leadership, MBA Elective, fall 2009, spring 2010

Lehigh University, Strategic Management (Introduction to the Organization & Its Environment), MBA Core, Spring, 2010

Terry College of Business, Strategic Management, MBA core, spring 2004, 2005, 2006, 2007, 2008, 2009

Terry College of Business, Developing Leadership Skills, MBA core, fall 2003

Terry College of Business, Leading Evolving Organizations, MBA core, fall 2004, 2005, 2006, 2007, 2008 summer 2005

Terry College of Business, Organizational Diagnosis and Intervention, MBA elective, fall 2003, 2004, 2005

Goizueta Business School, Organization & Management, MBA core, 1997-9

Goizueta Business School, Creating Leaders, MBA elective, fall, 1998-9

Goizueta Business School, Project UK (Consulting fieldwork project with CEWTEC in NW England), MBA elective, spring, 2000, 2002, 2003

Goizueta Business School, Fieldwork Consulting – Digital HRM (consulting course based at EarthLink), MBA elective, fall 2000

Goizueta Business School, MBA Lead Week Intensive Module, Early Career Issues, spring, 1998

Goizueta Business School, MBA Lead Week Intensive Module, Latin America – Business in Venezuela, spring 1999 (Faculty participant)

Goizueta Business School, MBA Lead Week Intensive Module, Entrepreneurship, spring, 2003

Undergraduate Level

Lehigh University, Business Management Policies, undergraduate core, Spring, 2010

Terry College of Business, Strategic Management, undergraduate core, spring 2005

Goizueta Business School, advanced undergraduate elective, Power and Politics in Organizations, spring 1997

1999 Goizueta Business School, advanced undergraduate elective, Leadership, fall

Goizueta Business School, advanced undergraduate elective, Leading Evolving Organizations, spring, 2003

Goizueta Business School, core undergraduate management course, fall 1995, spring 1996, fall 1996, spring 1997, fall 2000, fall 2001, fall 2002

The Wharton School, undergraduate management courses, fall 1992, spring 1993.

Executive Education

Terry College of Business, Director's College

Terry College of Business, Power & Influence module

Goizueta Business School, Investor Relations Program

Goizueta Business School, Leadership Program

Chief Executive Leadership Institute, CEO Workshops

The Wharton School / Spencer Stuart Director's Institute

Doctoral Committees

Committee Chair:

Stacy Campbell, 2007. The Best of Intentions: Understanding the motivational forces influencing an employee's intent to leave (or not leave) the current organization. University of Georgia

Ted Waldron (in progress). Activist Attack Strategies. University of Georgia

Committee Member:

Jill Brown, 2007. Board Responses to Reform: Cohesiveness, conflict, and common enemy. University of Georgia

Laura Stanley, 2009. Great Expectations: How psychological contract expectations form prior to organizational entry.

H. Service

Lehigh University:

MBA Core Committee member

Office of Student Leadership Development, task force member

Student Life Leadership Awards Committee member

Professional:

Ad Hoc Reviewer:

Academy of Management Journal
Academy of Management Review
Administrative Science Quarterly
Organization Science
Human Resource Management
Corporate Governance
Journal of Management Studies
Journal of Management Inquiry
Group & Organization Management

Academy of Management:

Business Policy and Strategy Division (Outstanding Reviewer Award,
2000)

Organizational Behavior Division

Organization and Management Theory Division

Chairman of Emory University Beta Gamma Sigma chapter, 1997-2003

Yale University Chief Executive Leadership Institute, Academic Board member

Academy of Management Organization & Management Theory Research
Committee member

Professional Affiliations:

Academy of Management
Strategic Management Society